



# STRATEGIC PLAN 2017-2022

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## **Objective # 1 – Provide Quality Services**

- a) Practice the five core values (Commitment, Customer Service, Courtesy, Communication, and Collaboration) with our diverse customer base.
- b) Align workforce with City's objectives and provide training and support necessary to fully develop employees, Boards, Commissions, and City Council.
- c) Expand public access to City services and information, by maintaining our website and making digital records accessible to the public.
- d) Pursue public safety goals and objectives and enhance disaster preparedness (Police, Fire, Emergency Medical Services, and Homeland Security).
- e) Analyze internal processes for efficiency and implement technology solutions where feasible. Continue efforts to automate and streamline work processes.

## **Objective # 2 – Achieve Fiscal Sustainability**

- a) Prepare effective budget, close deficit, accurately forecast funding sources, manage investments wisely, provide consistent financial reports, maintain clean audits, resolve findings/deficiencies in a timely manner, and update finance and budget policies.
- b) Continue labor/management partnerships with an emphasis on strategic deployment and total compensation issues. Address long-term pension liability and other postemployment benefits (OPEB).
- c) Establish economic development programs to retain and attract businesses, stimulate new investments, and increase revenues. Evaluate and update fee schedules to promote development and recover costs.
- d) Continue to implement plans to fund replacement reserves and to finance the acquisition, replacement, and maintenance of the City's fleet, facilities, and other assets.
- e) Build cooperative and sustainable partnerships with community organizations, schools, and other public agencies in the efficient and cost effective delivery of services.

## **Objective # 3 – Improve Quality of Life**

- a) Enhance crime prevention and emergency service through community outreach, procedural justice, critical incident response, City/regional partnerships, and employee development.
- b) Pursue green initiatives and build a sustainable city by implementing the climate action plan and energy roadmap.
- c) Help organize community events and support social gatherings that benefit the total community.
- d) Update sign ordinance to improve community character and draw attention to important gateways, corridors, and intersections with improved signage and wayfinding.
- e) Support Pier 32 (GB Capital Holdings) expansion plans and work with San Diego Unified Port District and its tenants to fund public process and public improvements.



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## **Objective # 4 – Enhance Housing and Community Assets**

- a) Continue providing housing opportunities at all income levels and develop programs to improve existing conditions. Adopt a comprehensive long term strategy to address homelessness.
- b) Complete Paradise Creek Apartments and Educational Park. Continue to plan and build transit-oriented developments/districts.
- c) Maintain and improve City's infrastructure and find alternative funding to construct public facilities, park improvements, street maintenance, and other capital needs. Complete comprehensive needs assessment and establish priorities through funding options.
- d) Preserve and promote cultural assets and historic resources, such as Granger Music Hall, Kimball House, Stein Farm, and the Depot. Formalize a public art program that provides funding for art and culture through a "percent for art" program.
- e) Administer real property assets and property management plans to achieve the City's long term goals.

## **Objective # 5 – Promote a Healthy Community**

- a) Expand opportunities for walking and biking through the development of community corridors and safe routes to schools consistent with the National City General Plan and Bicycle Master Plan.
- b) Continue to provide affordable City programs, activities, and services that are accessible for all users, including individuals with disabilities (Americans with Disabilities Act).
- c) Enhance neighborhood services programs, such as graffiti abatement, parking enforcement, and code enforcement and increase efficiency with new technology. Adopt a parking management plan as part of an update to the Downtown Specific Plan.
- d) Implement neighborhood action plans and continue amortization efforts by working with residents and businesses.
- e) Advance National City wellness programs for youth, families, seniors, and City employees that encourage a healthy lifestyle and develop a workplace safety program.